



UNDER SECRETARY OF DEFENSE
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May 21, 1997

MEMORANDUM FOR UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
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DIRECTORS OF THE DOD FIELD ACTIVITIES

INFO COPY: SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

SUBJECT: Management Reform Memorandum #4 -- Eliminating Unneeded Publications in
OSD and Organizations Under the Cognizance of OSD

In conjunction with the Secretary's efforts to undertake a revolution in business practices, I am asking the Assistant Secretary for Public Affairs (ASD(PA)) to undertake a review of the publications sponsored by OSD and by organizations under the cognizance of OSD. The growth of internet-based communications and cost-effective "print on demand" capabilities suggest a comprehensive overhaul of our publications is needed.

ASD(PA) will be asking all of you to submit a list of all publications printed on a recurring or periodical basis, including newsletters, magazines, authorized newspapers, booklets, bulletins, journals, annual reports and similar publications, that are produced by your organization or by organizations under your cognizance. ASD(PA) will develop a format for your report that includes both quantitative data (cost, circulation, customer satisfaction, etc.) And qualitative assessments for each publication.

I believe the burden of proof will rest with you to justify continued publication in a paper format. Low subscription rates/public sales will be an especially strong criterion in the evaluation. This is an excellent opportunity to reassess your communication strategy and its effectiveness.

ASD(PA) has been asked to submit his report to the Secretary by August 1. I have asked my secretary to arrange a meeting with him in approximately two weeks from the date of this memorandum to obtain a status on how this effort is proceeding.


John I. Hamre